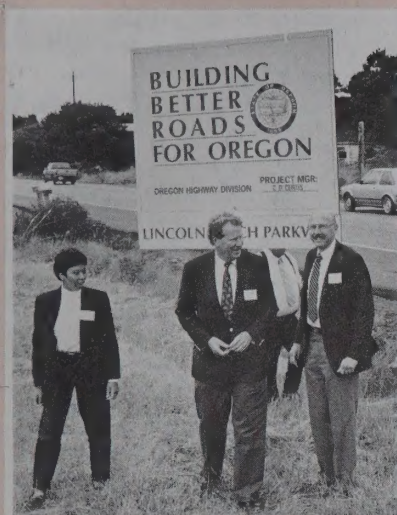


## WHAT'S NEW



## Parkway plan stirs interest

Transportation officials break ground on the Lincoln Beach Parkway project, the first of several proposed projects designed to improve traffic flow along U.S. 101 while maintaining the scenic beauty of the coast. But that plan has since stirred the interest of coastal residents. Pictured above are Rep. Hedy Rijken, Transportation Commission Chairman Mike Hollern (center) and ODOT Director Bob Bothman.

Story, page 5.

## Safety concern spurs search

Nearly one out of every four vehicles stopped during a 72-hour truck inspection on Interstate 84 late this summer were ordered off the road for safety violations.

Inspectors found more than 400 violations in the round-the-clock spot search at the Cascade Locks Port of Entry.

Dan Pfenning, a deputy chief weighmaster, said of the 409 randomly inspected vehicles, 96 were placed out of service until safety violations could be fixed. The inspection was a cooperative effort between the Highway Division and the trucking industry, he said.

"We don't want to keep truckers from doing their jobs, we just want them to do it safely," Pfenning said.

Most of the rigs were cited for brake problems. Other violations that were discovered during the inspection included faulty lights, loose bolts, steering, coupling and suspension problems, frame cracks and poorly secured cargo. Inspectors also checked drivers' log books, medical certificates and licenses, and put eight drivers out of service.

The three-day inspection was the first-ever at the new Cascade Locks facility. Similar efforts are conducted every three months at Highway's ports of entry in Woodburn, Klamath Falls, Ashland and Farewell Bend.

# Iraq-attack affects agency

Fuel prices are up, but the effect won't severely impact the Highway Division's budget, ODOT economist Dave Lutz said.

Oregon motorists on average are paying 26.4 cents more for all gasoline grades since Iraq invaded Kuwait Aug. 2, according to Automobile Club of Oregon statistics. Those prices went from an average price for all grades of \$1.16 per gallon July 4 to \$1.43 on Sept. 12.

U.S. motorists on average today are paying 22 cents per gallon more for unleaded gasoline than before Aug. 2. Oregon's prices are slightly higher than the national average, Lutz said, because the state is "at the end of the pipeline distribution." Gasoline primarily enters Oregon through the Olympic Pipeline from four refineries in Washington state. In Eastern Oregon, a Chevron pipeline transports gas from refineries in Utah to Pasco, Wash. Oregon has no refineries in the state, according to Lutz.

"Most of the increase in the price of crude oil and refined products during August has not been due to an imbalance between supply and demand, but rather in anticipation of higher prices in the future," Lutz said. "The real crunch, if the current See PRICE HIKE, Page 4



Motor Pool workers Enrique Enriquez (foreground), Anne Bottger and Daryl Morse pump gasoline into department vehicles. Declines in fuel-tax revenues are having an impact on the Highway Division's budget.

## Marquam Bridge to gain new strength

Construction crews have started work on a \$23.9-million project to make Portland's Marquam Bridge more earthquake resistant and add safety improvements to the Interstate 5 Eastbank Freeway.

A federal court judge rejected a request by a citizens group to halt the project. Citizens Concerned About Freeway Expansion asked the court to issue a preliminary injunction. The group argued that any improvements made to the Eastbank Freeway would interfere with future opportunities to realign I-5 along the riverbank.

In its complaint, the group linked the safety project to a more comprehensive project—the East Marquam Bridge Ramps project—which has not yet gone to contract.

U.S. District Judge James Redden ruled that the safety project was separate from the East Marquam Bridge Ramps project and should proceed.

The safety project widens the nar-

row approaches on the east end of the Marquam Bridge on both the top and lower decks. The construction includes a portion of the proposed new "collector-distributor" road between the bridge and Interstate 84 that will handle northbound traffic destined for I-84 and Water Avenue.

The improvements will help correct potential safety problems on the Marquam Bridge related to its narrow lanes, and will help relieve the long lines of traffic backed up waiting to get to I-84, according to Region 1 Engineer Don Adams. This section of freeway has six times more accidents than similar sections of freeway in the Portland area.

Also part of this contract is work to reinforce the bridge supports to allow for controlled movement during an earthquake. This project concentrates on the east approach ramps to the bridge. A second phase, calling for improvements to the main structure and west approach ramps, is expected within a year.



Gary Kasza of the Federal Highway Administration (left) inspects the Marquam Bridge with Kamal Kamadoli, a principle structural design engineer with the Highway Division.



DIRECTOR'S COLUMN

# Timing right for modal diversity

By **BOB BOTHMAN**  
*ODOT Director*

Change certainly was evident as I attended my 40th high school reunion in Albany this fall. Funny, though, the changes were more noticeable in the experiences we've lived since we last met, rather than in the people themselves. The decades have treated us well, even though our world has undergone dramatic change since 1950.

Similarly, our department—first the Oregon State Highway Department, then the Oregon Department of Transportation—has witnessed change from within over that time, as has the transportation system we provide Oregonians. I talk quite a bit about change and how it affects our work lives. During recent stops in Burns, Roseburg, Eugene, Portland, Newport, Bend, Salem, Pendleton and points in between, I used change as a theme, while concentrating on what we can expect in the future.

I continue to believe that the transportation system we have in our state is in great shape, particularly when you compare it to some of Oregon's other issues, such as school financing and crime. The Highway Division has established an acceptable level of maintenance, and has substantially improved the condition of the pavements and bridges. So we're doing more than holding our own; we're gaining. What's more, our aggressive programs in aviation, transit and rail are helping our transportation system diversify into other modes of travel.

The past four decades, however, have provided Oregon with an impressive burst of growth and change. Just in the past 20 years, travel has doubled. And in the past three years, our annual population growth has

approached 2 percent, adding about 150,000 people each year. Annual travel growth has been 4 percent, more than double the speed our population has increased.

But the growth has not been evenly spread. In Washington County, travel has increased nearly 11 percent each year for the past 10 years. We've also experienced an 8 percent growth in traffic each year over the past decade on the Coos Bay-Roseburg Highway (Oregon 42), and in the areas surrounding Woodburn and Bend.

***We need a new strategy to get people where they need to go--and that likely will involve turning to alternative transportation modes.***

While there's more traffic on Oregon's roads, we haven't increased the travel capacity of our highways during that time. That means we have essentially used up a lot of the capacity developed during the road-construction days of the 1960s. Most of our urban facilities particularly are operating at or near 100 percent capacity today.

My concerns today are simple: With the rate of growth we're now experiencing, we can expect another one million people in Oregon during the next 25 to 35 years. We also project another doubling of travel in the next 30 years.

This explains why I feel so strongly that we must plan now for the future—with an ambitious and broad-based Oregon transportation plan, as well as a highway plan. We intend to pursue similar plans for other transportation modes—aviation, rail and transit—for us to fully use and integrate them.

I envision that overall transportation plan as a strategy for maximizing the use of all the transportation modes to deal with population and travel growth. The critical challenge will be in maintaining for future generations the quality of life we have enjoyed over the last four decades.

In my travels throughout Oregon, the popularity of the Access Oregon Highways

program continues to impress me. In speaking with folks, I've tried to develop an interest in the Highway Plan as a vehicle where priorities are established for administration, maintenance, preservation and modernization of the highway system. The Access Oregon Highways corridor studies are starting to lay out 20-year expectations for those highways.

My greatest concern is that our future problems will be in urbanized areas. It's true: Most of Oregon's population growth will occur in our cities. And most of it will happen

in the Willamette Valley, where rapid growth will demand innovative methods to provide our increasing population with the means for getting

where it's going.

We have an opportunity to utilize more of Oregon's heavy rail system for freight, now operating at about 25 percent capacity. We certainly have the ability to move large numbers of folks by public transportation at a substantially reduced cost to taxpayers, rather than try to build more freeways in already-congested urban areas. There comes a time when congested areas can take on no more freeways, and I think we're starting to reach that point in most of our urban areas. We need a new strategy to get people where they need to go—and that likely will involve turning to alternative transportation modes.

No doubt, the interstate system is a wonder, and many of us can take pride in its success. But the upcoming decades will carry with them radical change: high-speed trains, a greater use of rail systems, automated highways and more efficient vehicles. Automobiles probably will continue to be used for short trips, but the need for a high-speed rail line from Seattle to Los Angeles will become more clear as we near the 21st century.

As you consider what the future holds, you can count on this: It will offer a wealth of excitement, opportunities and change. Our success will hinge on how we respond.

## Letters



### Reliable help

Tom Luther,  
Equipment and Services Manager,  
Highway Division,  
Salem:

I'd like to thank two of your employees, Dick Holderby and Bob Winston.

Having recently had my car thoroughly checked and its worn parts replaced while in Baker, I began a trip to Sun City West, Ariz. with a friend. We left Baker and got only to Farewell Bend when my car started jerking, then died and boiled over.

After we flagged many cars, Dick and Bob stopped, assessed the situation, checked under the hood and called a tow truck. They even gave us their own soft drinks for the one and one-half hours we

waited for the tow truck.

Our vehicle was towed to Ontario, where we had it repaired. Then we left for Boise, Idaho, where more work had to be done, which delayed our travels two more days. It was a nightmare trip, but how wonderful it was to meet Dick and Bob. They already had driven quite a distance for their own assigned work, yet they still stopped to help us in difficulty. My sincere thanks to them and to your department.

LILLIAN ELLINGSON  
Sun City West, Ariz.

*(Holderby and Winston are transport drivers with the Equipment and Services Unit's Dispatch Crew.—Editor)*

### Unique find

Dennis Rice,  
Northwest Region Supervisor,  
Motor Vehicles Division,  
Salem:

I recently needed an Oregon driver license, went to the DMV facility at Tillamook, and was very impressed by the personnel working there. They were friendly, courteous and very efficient.

It is not often that you find people who serve the public who display these characteristics so very well. They made

me feel relaxed and answered my questions in a polite and friendly way. They gave me the feeling that they care.

I would like to congratulate you on your choice of personnel working in this facility.

BLANCHE BLACKBURN  
Pacific City

### Double win

Don Adams,  
Region 1 Engineer,  
Highway Division,  
Milwaukie:

The activity level of the Swift/Delta interchange project is amazing. Each day brings substantive change. You just get the feeling that the project manager, Jarard Richardson, and the contractor involved know what they want to do and how they want to accomplish the task.

Despite all the work, traffic delays have been minimal. As you know, we are very sensitive to any disruption of traffic flow. We have received great cooperation from Jarard in relocating signs and taking other measures to help our out-of-state trucking friends find their way through the construction. For that matter, we would like to compliment everyone involved from your office—Walt Bartel, Wayne Cobine and, of course, Mel Mott—for the manner in which they have responded to our various questions and requests.

We know there are some rough periods ahead, but if we continue to work

together, Jubitz Truck Stop and other area businesses might survive the project without major inconvenience. Thanks for your help and personal interest.

MONROE JUBITZ  
Chairman  
Jubitz Truck Stop  
Portland

(More letters, Page 6)



### ODOT NEWS

Oregon Transportation Commission  
Michael Hollern, Chairman  
John W. Whitty, Vice Chairman  
Cynthia Ford  
David F. Bolender  
Roger Breezley

Director  
Bob Bothman

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### Correction

The September *Via* director's column incorrectly reported that 15 percent of the U.S. workforce will be white males by the year 2000. It should have stated that 15 percent of the growth in the U.S. workforce will be white males within that time.



# Highway probes its history

State historian Cecil Edwards, in a letter to Gov. Neil Goldschmidt, told of his concern that the history of the ODOT's agencies must be preserved.

"Unless attention is quickly given to this matter, vitally important historical material will be lost forever," Edwards wrote.

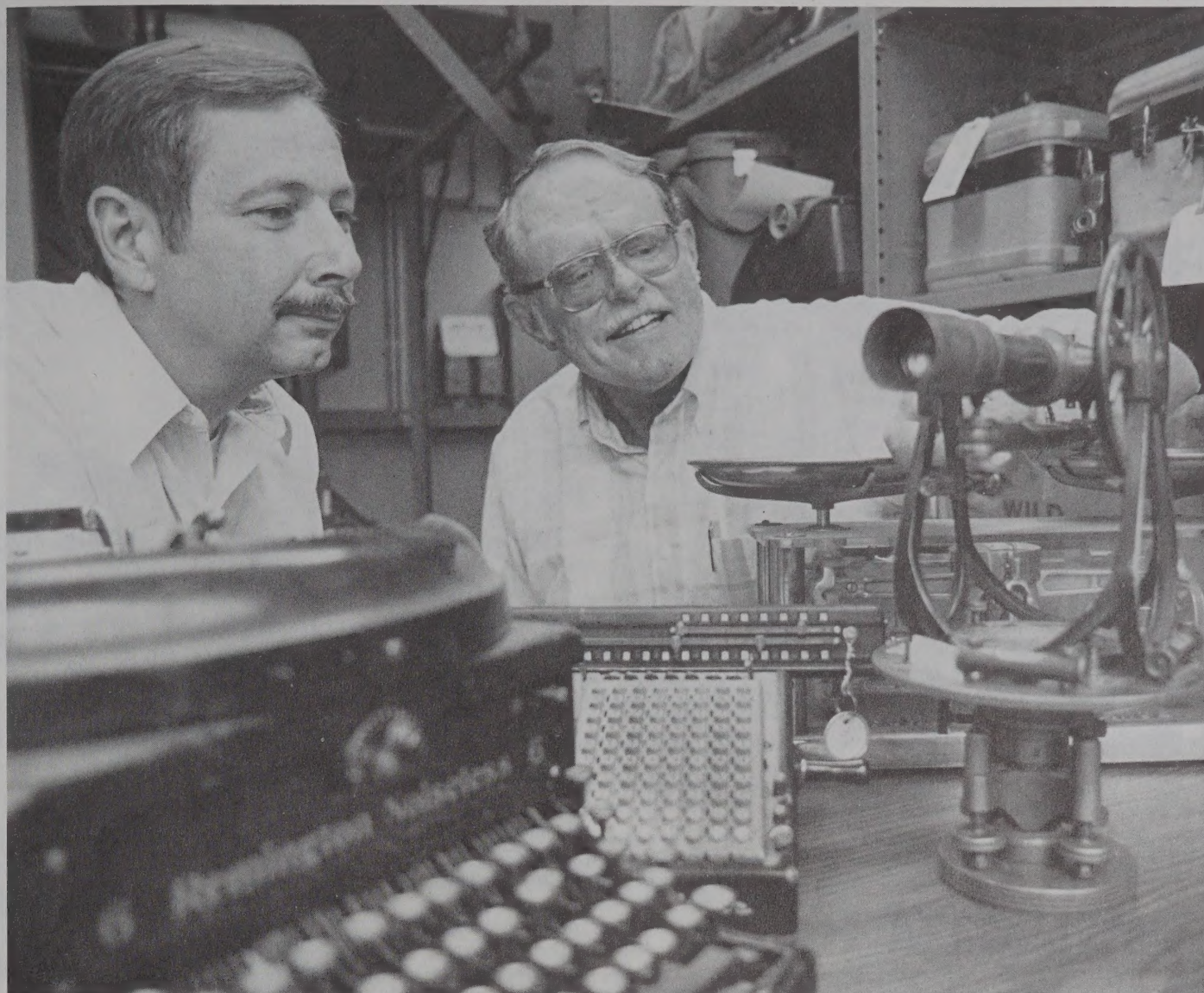
The exchange inspired ODOT Director Bob Bothman to form a group of department employees to consider how best to preserve the department's history. Headed by John Elliott, assistant director for Strategic Planning and Communications, the History Committee is examining what the department is doing now and what it can do in the future to preserve ODOT's history. Six retirees volunteered to help the committee develop historic preservation guidelines and procedures.

Virginia Carey, ODOT Records Management manager and a member of the History Committee, said she is concerned that, through the destruction of records process, historically significant documents are being destroyed. Carey urges employees to pay careful attention to documents that are thrown away. She encourages employees to contact her if they have questions about what constitutes "historically significant materials."

The committee believes that many pieces of equipment and materials exist around the state. It will establish an inventory process to index what historical items exist and where they are located. Offices will not be asked to give up the property, however, Elliott said.

Among the committee's goals:

- Establish a Research Center within ODOT General Files to catalog and index documents and photographs;
- Determine what is considered historically significant;
- Complete an inventory of historic properties owned and maintained by the department, including an index of what exists and where;



Highway Equipment Operations Manager Dick Berkey (on left) and Maintenance Operations Engineer John Sheldrake look through historical artifacts from the agency's past. Visible are a manual typewriter, hand-crank calculator, scale and transit.

- Begin an oral history program;
- Vitalize the existing Highway Division museum, located in the Salem Equipment Shops area, and expand it to include all of ODOT's divisions; and
- Form an ODOT Historical Society, a non-profit organization of volunteers and retirees.

"Due to the changes in the retirement system, ODOT is getting younger," said John Sheldrake, Field Operations Engineer and a committee member. Written and verbal histories should be encouraged if they are considered valuable, he

said.

Committee members include: Dwight Smith, Environmental Section; Denny Moore, Public Transit Division; Lisa Bolliger, ODOT Public Affairs; Elliott, Carey and Sheldrake. Advisory members include Bob Kuenzli, Equipment and Services retiree; Bud George, Traffic Engineering Section retiree; Bob Gormsen, Commission Services retiree; Carl Hobson, ODOT Personnel retiree; Vinita Howard, DMV Public Affairs retiree; and Elisabeth Potter, Parks and Recreation Department.

## Documents centralized

A research center has been added to the department's General Files.

Carolyn James, General Files manager, said the Research Center will contain historical files, including photos, historical highway and bridge documents and correspondence. It will not house equipment or inventory items, however.

Researchers can view the historical documents by visiting room 126 in the Transportation Building. Documents cannot be taken from the Research Center, however copies can be made.

Contact James, 378-6269, for more information about the center.

# Duo aims to improve publications

Its sole intention is to improve ODOT's publications, to help employees produce written material with visual appeal, a consistent look and readable and accurate text.

Located on the Transportation Building's fifth floor, the newly created Publications Unit provides editing, art direction and production coordination help.

Among the Publications Unit's immediate goals is to develop a publications policy, under the direction of an Audio/Visual Arts Task Force, to assure the quality of ODOT publications and audio and video materials, according to Shellee Lowery, the unit's art director.

The policy, to be finalized this fall, will outline the Publications Unit's purpose, as well as its role in coordinating documents, and what publications, audio and video productions the group will coordinate.

Materials to go before the unit will be determined by their impact on Oregonians and whether the publications are components of a major internal or external information or education campaign. Other factors, such as the number of copies to be distributed and the timeliness of the material, also will be considered.

The Publications Unit consists of Lowery and Beth Ketchum, publications editor. Lowery joined ODOT in 1988 as ODOT's Graphics Unit manager, and has since combined her

graphics management experience, computer design, marketing and publications interests to provide art direction for agencies' publications. The Publications Unit will help its customers with the format, style, look and design of publications, according to Lowery.

Ketchum, a Highway Division employee since 1984, had been a publications editor with the Highway Division's Program Section. Her role with the Publications Unit includes reviewing agencies' documents for consistency, readability and audience impact.

The creation of the Publications Unit is part of an ODOT Public Affairs reorganization that coincided with the restructuring of the department's Central Services Division.

The move shifted John Elliott, formerly ODOT Director of Public Affairs, into his current position as assistant director for Strategic Planning and Communications. Carol Mitchell, who had been public affairs manager for the Highway Division, then assumed a portion of Elliott's former duties as manager of the ODOT Public Affairs Section, in addition to her regular duties.

ODOT Public Affairs is a component of the Strategic Planning and Communications Branch, Central Services Division.

The ODOT Public Affairs Section

provides news media and communications services for the Aeronautics, Central Services, Highway and Public Transit divisions, and manages department-wide internal and external communications functions.

## NEWS BRIEFS

### Inmates pitch in with roadside landscaping

Multnomah County jail inmates are performing highway landscape maintenance in the Portland area.

The four-to-eight-member crew, equipped with hand tools, performs unskilled and labor-intensive duties, such as weed and brush removal, according to Assistant Landscape Supervisor Les Hubble. The crew is composed of pre-screened, volunteer inmates in the non-violent category.

### Campers flock to parks; new record in offing

More people camped at Oregon state parks this summer.

Nearly two million visitors attended state park campgrounds in the record-breaking year of 1989, and early figures indicate this summer had an attendance increase of about 1 percent, which might push annual attendance over the two million mark. All state parks remain open until Oct. 28.

### Panel OKs plan to preserve road surfaces

The Highway Division's 1991 State Surface Preservation Program in September won Transportation Commission approval.

The \$17.3 million state-funded program will provide surface treatment work consisting largely of thin overlays, sealing, planing and patching. The program is designed to supplement the Highway Division's federal-aid overlay program by improving or halting deterioration to selected portions of Oregon highways.



# Funding falls short; conservation urged

**Continued from Page 1**  
rent situation continues, would come in the winter as demand for heating oil increases. Until then, unless the current stalemate erupts into war and disrupts Saudi production, shortages are not likely to be widespread."

A consultant working for ODOT, the WEFA Group, is forecasting an average gasoline price of near \$1.35 per gallon for the fourth quarter of 1990, and "very little change in the price during 1991," he said.

As a result of those increases, Highway Division revenue from gasoline taxes will fall by \$4.5 million for the current biennium forecast of \$607 million, and \$5 million for the 1991-93 forecast of \$650 million, as compared to the pre-invasion forecast by the Executive Department and WEFA. Those revenue drops, representing less than 1 percent of its fuel tax revenue, are "kind of a blip for the Highway Division," Lutz said.

President Bush, speaking to Congress in August about the Middle East, called on lawmakers to enact measures to boost oil production and conserve energy. Conservation, he said, is "essential to keep our energy needs as



**Dave Lutz, an ODOT economist, foresees little change as a result of the Middle East crisis.**

low as possible" and reduce America's reliance on foreign oil, but Bush proposed few specifics to curb America's thirst for oil.

As a conservation measure, ODOT last rationed fuel during the 1973 Arab oil embargo. Highway Division officials are not currently developing a specific rationing plan. However, Sam Sadler, an energy analyst with the Oregon Department of Energy, said that agency is required by law to develop a gasoline set-aside plan. "The governor has the authority to make that plan mandatory if the situation gets bad enough," Sadler said.

Lutz downplayed the impact fuel prices would have if the Middle East crisis escalates. "If we have an all-out war, people probably are not going to worry about transportation funding in Oregon," he said.

## HISTORY

### OCTOBER 1985

- The busiest highway construction season on record produced 221 projects with an estimated value of more than \$200 million.
- Larry Rulien was named state highway engineer, and Bob Bothman was chosen ODOT deputy director.
- The State Accident Insurance Fund premium for the Highway and Parks divisions were cut by more than \$90,000 because their improved safety records reduced workers' compensation costs.
- The Silver Falls Management Development program was shelved for one year after ODOT Employee Development produced a systematic program for training managers and supervisors.

### OCTOBER 1980

- The Oregon Youth Litter Patrol picked up about 650 tons of litter that summer.
- A record ODOT budget request of more than \$1 billion for the 1981-83 biennium was approved by the Transportation Commission and sent to the Executive Department for review. The request represented a 9.3 percent increase over the previous biennium's budget.
- New public transit systems in Klamath Falls and Newport opened to ribbon-cuttings. The events marked a year's work in establishing the systems, and arranging financing and equipment purchases.
- Archaeologists discovered the Jason Lee Mission at Willamette Mission State Park, north of Salem. It was considered the most historically significant find in Oregon.
- Then-State Highway Engineer Scott Coulter announced a program for the training of non-registered engineers to help them gain registration as professional engineers. The program was designed to develop employees' skills for promotion to positions that were to be vacated by imminent retirements.

## Keyed up



**Ray Pierpoint, a Highway Division retiree (on left), works with carpenter John Clack replacing a lock on a door at the division's Clackamas office. The statewide lock-replacement project is designed to re-establish a higher degree of security and control of Highway facilities, according to Bill James, dispatch supervisor with the Equipment and Services Unit, Salem. The old locks were replaced also because replacement parts were difficult to obtain, James said. The two-year project is expected to be complete in spring 1991.**

# Campaign offers choices Personnel hires Todd

The Unified Fund Drive begins this month with an opportunity to contribute to the charity of your choice.

"This is truly a campaign of choices," said Sam Johnston, the Highway Division's statewide campaign coordinator and a Roadway Section employee, Salem. This is one of two opportunities ODOT employees have to contribute to charity at work; the other is the Governor's Annual State Employees Food Drive, he said.

The campaign goes for seven weeks, through Nov. 14.

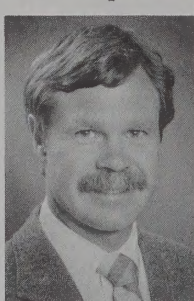
Information to be distributed to each department employee early in the campaign will offer a menu of contribution options. Contributors may give to

any one of five federations, including the United Way, Black United Fund of Oregon, the National Voluntary Health Agencies, Environmental Federation of Oregon, or the Children's Trust Fund. Individuals can target their preferred agency within any of those federations—the Salvation Army or American Red Cross within the United Way federation, for example.

A pledge card will accompany each campaign information packet.

Site coordinators, located at the region and section level of each ODOT division, will be available to answer questions about the Unified Fund Drive, Johnston said.

Lynn Todd has joined ODOT Personnel Services as operations manager, succeeding Bob Erickson who was promoted to personnel manager in April.



Todd

Todd oversees Personnel's daily operations. One of his first challenges is to assess the scope of ODOT Personnel and its relation to all divisions. Todd is especially interested in establishing quick responses to field requests. He will be traveling throughout the state to familiar-

ize himself with the personnel analysts and their tasks.

Before joining ODOT, Todd worked as personnel director for the city of Oregon City, a position he held for five and one-half years.

## Transit meet looks to future

The 12th Annual Oregon Transportation Conference will feature workshops, panel discussions, a vendor expo and displays when it convenes in Eugene this month.

With the theme "Transit in the '90s," the conference is being co-sponsored by the Oregon Public Transit Division and the Oregon Transit Association.

The event will begin with an open house, tour and reception at the Lane Transit District's new \$12 million operations facility. Conference workshops will cover regional planning, equipment, legislation, public relations, contracts, computers, insurance, budgets and financial management.

Public transit, special transportation and vanpool operators and employees are expected to attend the conference,

along with private transportation operators, transportation engineers and planners, transportation business representatives and consultants, local government officials, and transportation district and transit board members.

## SAFETY LIST

Crews that recently have earned the SAIF Achievement or ODOT Excellence awards for working continuously without time-loss injuries include:

- Region 2 Striping Crew; Don Patterson, supervisor; 11 years.
- District 22 Office Crew; Gary Bowling, supervisor; 11 years.
- District 8 Bridge Crew; Jim Dun-

- can, supervisor; two years.
- Chiloquin Section Crew; Wayne Brown, supervisor; two years.
- District 13 Sign Crew; Harold Dowdy, supervisor; two years.
- Grants Pass Engineering Crew; Rob Paul, supervisor; two years.
- Newport Engineering Crew; Charles Curtis, supervisor; 26 years.



# Labor shortage, skills gap projected

Economic forecasters are saying that too few workers with the necessary training could cause problems for Oregon businesses in the coming years.

"It's just a matter of how long before the labor shortage hits us," said Bob Erickson, ODOT Personnel Services manager. "Right now, we don't have a significant problem, but on the East Coast, they are worrying. We expect it to catch up with us very quickly, maybe five years or less. Oregon won't be spared by the national trend."

In anticipation of a shrinking labor force, ODOT Personnel Services recently formed a Recruitment Unit, composed of personnel analysts and led by Fred Heard, recruitment manager.

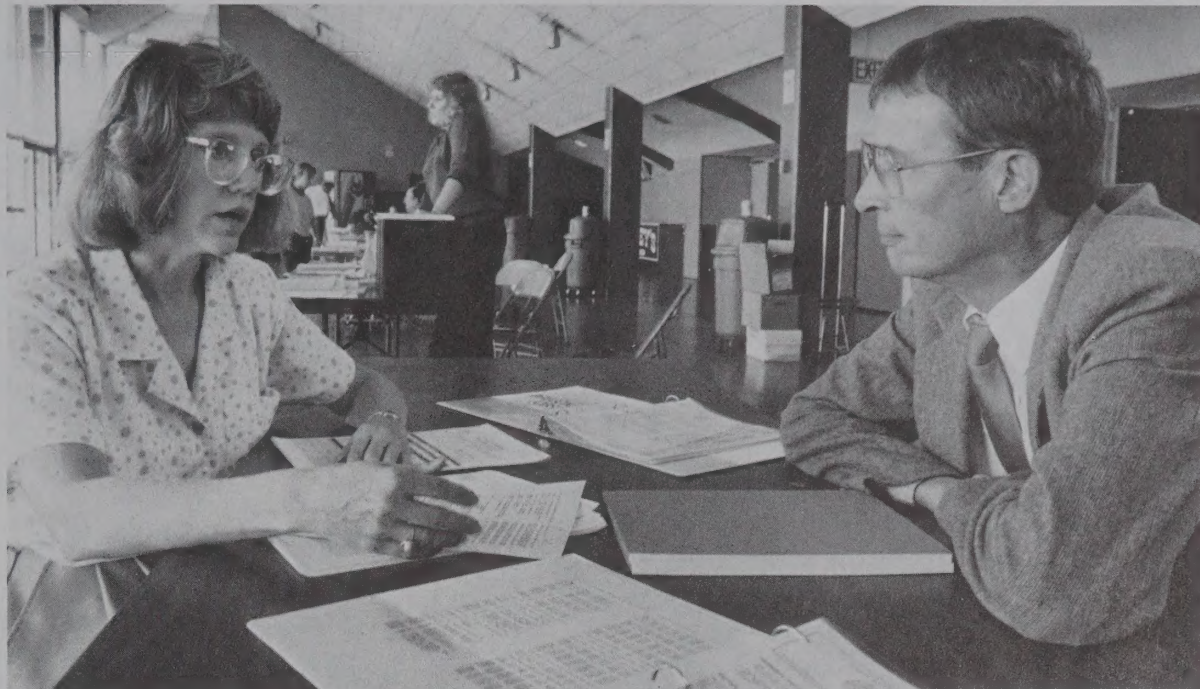
"All professional fields are going to be in short supply—that's what the experts are telling us," Erickson said.

## CAREERS - A series

One of the Recruitment Unit's first assignments is to deal with an anticipated shortage of qualified civil engineers. The Highway Division's Committee on Hiring and Retention of Engineers projects that, over the next decade, 250 highway engineers will be eligible to retire. Recruiting for those positions is being complicated by a 27-percent decline in the number of civil engineering degrees since 1981.

Heard said the Recruitment Unit is visiting colleges and career fairs to establish a consistent recruiting presence. Visits initially will concentrate on engineering campuses to recruit graduate civil engineers, with trips planned this fall to Oregon Institute of Technology and Oregon State University. While the current recruiting emphasis is on the engineering field, Heard said the department also will be searching for qualified persons to satisfy the department's diverse employment needs.

The Recruitment Unit also is developing a test bank to assist field offices in hiring employees. Heard also is forming an interview bank to assist hiring managers in forming questions for employment interviews.



Maureen Juhola of the Senior and Disabled Services Division, Department of Human Resources, speaks with ODOT Recruitment Manager Fred Heard about job opportunities at a job fair for disabled persons.

Economic forecasters also predict that America's future workforce will lack the training needed for Oregon businesses.

"The department is still in the talking stage as far as filling the skills gap," Erickson said. But those efforts likely will take the form of offering entry-level employees training in "basic skills"—writing and mathematics, for example—in addition to specialized skills, such as maintenance and engineering, he said.

Erickson also is working to accelerate the process used to fill position vacancies. It now takes about 64 calendar days to fill a vacancy; he hopes to shorten

that to 30 days for internal hirings and 45 days to open-competitive hirings.

Contact Heard at ODOT Personnel Services, 378-6281, for more information on the services provided by the Recruitment Unit.

*(This is the third in a series of articles on careers at the Oregon Department of Transportation. In September, the second installment described ODOT's career-development system. Next month, the series will explore the use of alternative work schedules, such as flextime and job-sharing, within the department.—Editor)*



## Inferno engulfs freeway

A gasoline-tanker crashed and exploded into a fireball on an Interstate 84 bridge near Biggs Junction in late August, closing all four lanes of the freeway bridges. The 8,500 gallons of gas it was carrying burned for more than an hour.

Highway Division crews inspected the bridge for damage. Ken Allmer, District 9 manager, The Dalles, said that, on the underside of the concrete bridge deck, steel cross braces were left "sagging" from the inferno, and concrete was checked. The fire melted the rubber expansion joints in the bridge and destroyed the asphalt surface. Guardrail



The District 9 Bridge Maintenance Crew repairs damage to the Interstate 84 bridge that crosses the Deschutes River near Biggs Junction (above). Region 4 Bridge Inspector Mike Pulzone (in cap in photo at above left) and District 9 Bridge Maintenance Supervisor Paul Blackburne take core sample of a bridge beam to test for damage from the gasoline-tanker crash and fire.

was either torn or melted from the heat of the flames.

The District 9 Bridge Maintenance Crew continued to repair the bridge

damage through late September.

"We are not going to do anything but put it back to 100 percent," Allmer said.

## Parkway support scattered

As transportation officials broke ground on the Lincoln Beach Parkway project, the first of several proposed projects designed to improve traffic flow along U.S. 101, the parkway concept stirred the interest of coastal communities.

While officials from Newport, Waldport and Reedsport favor the plan, Lincoln City and Seaside residents prefer a bypass to ease traffic congestion. The Transportation Commission heard arguments from both sides at a late September meeting.

After nearly three hours of discussion about the Oregon Coast Parkway, the

commission offered coastal communities the option of submitting proposals to build an urban parkway project on U.S. 101.

Proposals, due by March 31, 1991, must be built during 1991-96, cost not more than \$6.2 million, relocate utilities or place them underground, identify and address city parking concerns, be supported by the community's city council and business representatives, include local street improvements, and provide local revenue sources to leverage with state funds to pay for off-site street and city improvements, among other criteria.

## Employees want more career info

Career-related information turned out to be the number-one interest among department employees who were polled for their job-related communications needs.

Rounding out the top-five information categories employees want to know about most but do not receive were: technology and equipment, job skills and training, personnel information, and jobs available.

More than 700 employees from all ODOT's divisions responded.

In conducting the survey, ODOT's public affairs offices wanted to learn the best media to reach employees, and considered existing communications tools and several new ideas. The most popular media were *Via* and the ODOT On The Move video series, followed by bulletin boards, region and section newsletters, and the Highway Mileposts video series. Motor Vehicles Division respondents ranked the Behind the Wheel newsletter as their primary job-related communications device.

Other media receiving support included DMV's Directions video, electronic mail, ODOT Openline, and the Dial-A-Job phone line.

Several employees indicated that the flow of information was adequate or was available if they sought it. Many DMV and Highway Division employees, however, commented that their supervisors don't share job-related information.

"Where information is circulated, there were some complaints about timeliness," said Carol Mitchell, ODOT Public Affairs manager.

## REMEMBERING

Lester Blickenstaff, highway engineer 4, Highway Division, Coquille, died April 21. Blickenstaff, who was age 83, retired from Highway after serving 32-plus years.





Lisa Bolliger of ODOT Public Affairs (on left) and Cyndi Smith, ODOT Personnel Services, help assemble the department's trade booth.

# Versatility trade booth's virtue

The need to communicate effectively with the public and project a professional image to Oregonians was the driving force behind the recent purchase of a trade booth for department functions.

The booth may be used by any of ODOT's divisions for fairs, conferences and trade shows. The trade booth was originally purchased for use at the Oregon Convention Center grand opening exposition show, held in late September.

Lisa Bolliger, special project coordinator for ODOT Public Affairs, said

the modular-design booth is relatively easy to transport and assemble, measures eight-feet high by 20-feet long, and can be reduced to a 10-foot length.

It was designed so that it could be used by divisions for a variety of purposes. The modular design complements components of the Motor Vehicles Division's booth, and can be erected in a variety of ways.

The existing 20-foot section contains four 30-by-40-inch back-lit transparencies and headers. The photos depict activities associated with

the Highway, Motor Vehicles, Public Transit and Aeronautics divisions. By simply changing the photos, the booth can be tailored to specific needs and events, she said.

The booth already is scheduled to appear at college career fairs throughout the state, according to Bolliger. Among its other uses are conferences, conventions, trade shows, county and state fairs, grand openings, open houses and annual meetings.

Contact Bolliger, 378-6546, for more information about using the booth.

## Letters

(Continued from Page 2)

### Nightshift work

Ken Husby,  
Region 2 Engineer,  
Highway Division,  
Salem:

I commute each day on Interstate 5 from Keizer to south Salem. One day, I noticed a new overlay of asphalt on part of my drive. The next day I noticed more, and the next day more. It took me a couple of days to figure out that the Highway Division must be working at night to avoid daytime commuter traffic. The new overlay is now complete, and I was not delayed one single second by road crews.

I wish to thank you all for a job well done (the road looks and rides great), and thanks especially for working around the rush-hour commuters.

A grateful taxpayer,

DAWN MEIER  
Keizer

(Mark Usselman, Karla Keller, Bob Staggs, Cyndi Twite and Ed Ward of Project Manager Mike Gardner's office contributed to the above I-5 resurfacing project, working from 7 p.m. to 6 a.m. Sunday through Thursday. The project included the stretch of freeway from the Turner-Sunnyside interchange to the Hayesville interchange.—Editor)

### The way to resurface

Don Forbes,  
State Highway Engineer,  
Salem:

Thank you! Highway Division crews did an excellent job resurfacing Interstate 5 in Salem. All the work was done at night and was confined to one lane. The crew worked diligently, and left a terrific surface for motorists to use during the day.

My hope is that it will hold up well over time. If it does, perhaps one day all resurfacing jobs can be done that way.

JOYCE DANIEL  
Merlin

### Working as a team

Dick Nelson,  
District 10 Maintenance Supervisor,  
Highway Division,  
Bend:

On behalf of the fire team and our respective agencies, we would like to express our sincere thanks for the Highway Division's assistance during the Awbrey Hall fire. Your participation in the interagency meetings helped us better coordinate the endeavor.

The professionalism of your staff, notably with the road closures and the public safety operations, benefitted not only the fire-suppression effort but also the home and land owners. The Highway Division's performance was outstanding.

We hope to continue our close working relationship with your department.

JEFF SCHWANKE  
Incident Commander  
Oregon Department of Forestry,  
Prineville

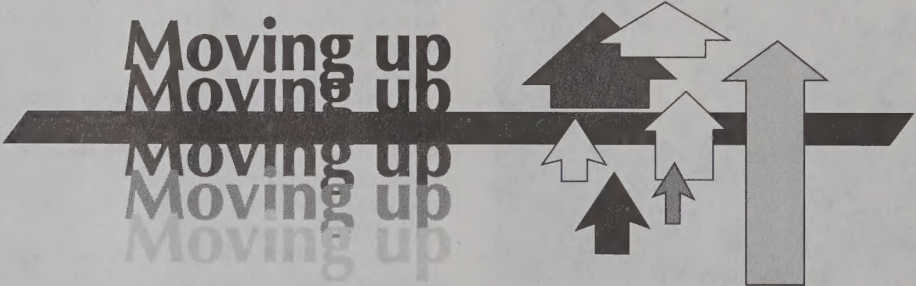
### 'Life-line' to the world

Don Forbes,  
State Highway Engineer,  
Salem:

Thank you for seeing to it that Oregon 86 is excellently maintained. This road is very important to the people of Halfway, Richland and Oxbow because it's our life-line to the outside world.

Specifically, thanks for frequently paving Oregon 86, quickly repairing potholes and frost heaves, and promptly removing snow.

ROGER SANDERS  
Halfway



### Motor Vehicles Division

Robert Basque, motor vehicle representative 3, Gladstone, to investigator, Beaverton.

Nancy Carlson, program analyst to systems analyst 1, Salem.

Randy Clark, motor vehicle representative 3 to motor vehicle office manager 2, Grants Pass.

Ronald Irving, motor vehicle representative 2, Grants Pass, to investigator, Medford.

Kristin Matson, office assistant 2 to office specialist 1, Salem.

Tracey O'Donnell, motor vehicle representative 1 to administrative specialist 1, Salem.



Randy Clark  
Motor Vehicle  
Office Manager 2  
Grants Pass

### Highway Division

Richard Losli, engineering specialist 1 to engineering specialist 2, Salem.

Catherine Nelson, transportation engineer 1 to principle executive manager C, Salem.

Ronald Snell, engineering specialist 1, La Grande, to associate transportation engineer, Bend.

### Central Services

Teri Childress, word processing technician 2 to accounting technician 2, Salem.

### RETIREMENTS

**Daniel Bartlett**, highway maintenance specialist, Highway Division, Moro, retired in August after 12 years of service.

**Donald Eppers Jr.**, highway maintenance supervisor 2, Highway Division, Bend, retired in September after 32 years of service.

**Roger Gookin**, heavy equipment mechanic 1, Highway Division, Salem, retired in September after one year of service.

**Ted Hamrick**, highway maintenance specialist, Highway Division, Astoria, retired in September after 12 years of service.

**Robert Morse Jr.**, transportation engineer 3, Highway Division, Salem, retired in September after 35 years of service.

**Elissa Neely**, motor vehicle representative 1, Motor Vehicles Division, Corvallis, retired in August after five-plus years of service.

**Robert Pool**, supervising transportation engineer G, Highway Division, Salem, retired in September after 32 years of service.

**Alden Walters**, highway maintenance supervisor 2, Highway Division, Prineville, retired in September after 34 years of service.



## PROFILE: DEB TENNANT

# Looking out for No. 1: Customers

By ANDY BOOZ  
Managing Editor

Deb Tennant is most at home in a support role. Surrounded by people, she takes on the role of team player. Her life thrives on accomplishing things with others.

And serving people, above all else, remains her primary professional concern.

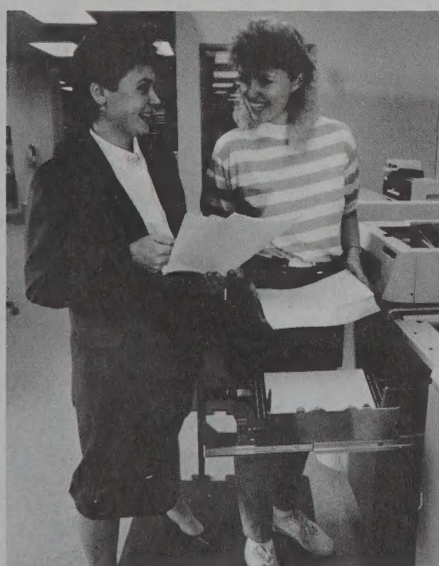
The belief that keeps her optimistic and persistent is that, with the help of dedicated employees, most any job, no matter how ominous, will get done.

When she earned her current position as supervisor of Salem's Mail Center and Service Center—a newly created role, one charged with consolidating two department functions—she was greeted with some challenges. The mailroom had been receiving an average of 70 complaints a month, and office morale was suffering. The service center, with four employees, and the mail center, with six, at first didn't mesh.

Consolidation of the two units was designed to make better use of the existing staffing through cross-training. But to complicate matters, the two units already were busy training new employees, as the new Mail Center/Service Center had a high turnover rate, with most of its positions at an entry-level.

Deb started a report form for mailings, with a return slip that's sent to ODOT employees to notify them when distribution is complete. Copy work also gets the same treatment: Jobs are returned with the operator's name written on the order form. Along with allowing employees to take responsibility for their work comes a sense of pride, she says.

Particularly when the Mail Center/Service Center was in its beginnings, she made a point of becoming involved in day-to-day operations—what management strategist Tom Peters describes as "management by wandering around." Each day, Deb pitches in by sorting mail, making photocopies and actively listening to her staff's concerns.



Working with Tracy Wroblewski, an ODOT Service Center office assistant (on right), Deb Tennant helps estimate a customer's photocopy needs.



Deb Tennant, supervisor of ODOT's Mail Center/Service Center, involves her crew's employees with daily decisions, as she does here with Jim McClure, an office assistant with the Mail Center.

Deb recognized a need to boost the staff's morale, previously burdened by customer complaints, so she directed employees' caring spirit toward one another. "We began what we call 'secret pals,' an idea that pairs our people to let others know they care," she says. Co-workers might hide a note that tells their partner that their work-related suggestions are appreciated, for instance.

Over time, the 10-member staff began to work as one. Customer complaints dwindled, and Deb's overriding concern for her customers became contagious.

"We don't get as many complaints as we used to," she says. "And we try to keep customers' needs first—what we need to do to meet their needs and get the job done."

ODOT's organizational culture has undergone a shift in philosophy since she earned her first position with the department. "The customer-service ethic is starting to take hold more now than ever," she says. "Now we're always thinking about how we can better serve the customer."

Deb began her ODOT career right after graduating from college, in the summer of 1979, when she joined DMV Central Inquiry. There she fielded questions on vehicle registrations, driver licensing and law enforcement—and learned to like a high level of public contact. She left the department nine months later for a greater professional challenge and landed a position with the Board of Standards and Training, where she conducted management studies and statistical reports. But six years later, she returned to ODOT, in an administrative support position, first with the Highway

Division's Region 2 in Salem, then with the agency's Permits and Weighmasters Section.

In 1987, she joined the division's Accounting Section, just as it was undergoing some painful staff cuts and organizational restructuring. Deb was placed in charge of an administrative support unit, where she coordinated training for the section's new Macintosh

### 'The customer-service ethic is starting to take hold more now than ever.'

computer system, and distributed the work unit's mail and paperwork. The experience taught her how organizational change can upset people's internal stability.

"Change is good," she says. "But sometimes it's a bit too much." In her ODOT experience, work generally has become more technical, and individual work duties have varied with the organizational restructuring. The recently implemented TEAMS accounting system, for instance, decentralized the department's accounting functions to the work crew level. "Now you hear people say they never used to do such-and-such before," Deb says.

Deb observes that shift in responsibilities has been given a hesitant welcome.

"We still have some supervisors who are not willing to pass responsibilities to employees," she says. "They probably see it as a way to maintain control in their jobs."

The eldest of three children, Deb moved to Oregon at age 3. Her father still runs the family business, George's Floor Covering Service, and her mother keeps the books for the carpet-installation company.

After graduating from Willamina High School, she entered Chemeketa Community College with a dream of becoming a physical education teacher. While at Chemeketa, she met her husband-to-be. She also learned that teaching wasn't for her.

"Parents these days aren't as strict as they were when I was growing up," she says. "Times have changed, and I don't think I'd do well in a large classroom of kids with behavioral problems."

With her husband, Bill, she raises her three daughters, ages 3, 8 and 10. Weeknights, she joins other department employees from the Salem area to play volleyball at a local middle school.

While she has been in her current position less than a year, she still has time to dream. Her ultimate professional dream is to work with people in a more intensified role—as a personnel officer.

"I try to choose jobs that help me gain the skills to become what I want to be," Deb says. "Right now, I look at my job as a chance to become exposed to different people. I've got experience in management and non-management, and I believe that's important to understanding personnel issues and to becoming a good personnel officer."

"I like to think that I can help people. Generally I like organizing things—rallying people and resolving issues, getting both sides to come together in a mutually satisfying agreement. That's what I find satisfying."

## RETIREES REPORT

John Bond, Salem, maintenance services engineer, Highway Division, retired in 1987.

Every summer, John travels to Idaho to attend his high school reunion, and visit friends and relatives. While in Idaho, he also spends time with his cousin riding horses on his ranch and in the surrounding back country. He presently is busy refurbishing some acreage with a house and other buildings on it for his daughter. He started this spring and expects to complete it this fall.

John stays in touch with his former co-workers by meeting them for coffee at a Salem restaurant, and by regularly attending the Highway Retirees luncheons. He also goes to the Tillamook area, where he spent most of his Highway Division career, to tour old projects and visit friends.

Vinita Howard, Salem, public affairs manager, Motor Vehicles Division, retired in 1987.

Vinita is writing a book that's based on anecdotes she collected while working at DMV. The anecdotes are

about people, their cars, licenses, and problems they encountered while working with DMV. She intends to make the book humorous, yet helpful. Vinita also is writing free-lance for the forum section of *The Oregonian*.

Among her hobbies are gardening and swimming. She has taken many short trips around Oregon and completed several remodeling projects at her home.

Vinita's favorite aspect of retirement is doing what she wants, when she wants.

## Retirees to air legislative issues

The Highway Retirees will review legislative issues at its Nov. 6 luncheon meeting, to begin at 11:30 a.m. at Myrl's Chuckwagon and Buffet, 2265 Lancaster Dr. N.E., Salem. All ODOT retirees are invited. For more information, contact Lorraine Ellis, 362-3998.



# CANDID COMMENTS

**Is the department's current promotional system effective for represented and management employees, and if not, what should be used as a substitute?**

**Joleen Steinbrink**  
Data Entry Operator  
DMV Mod 4 Unit  
Salem



## Joleen Steinbrink

Personally, I'm not good at taking tests. So why should I be penalized for not taking tests well? It's not fair if I take a test and don't score well, then someone else without my experience takes the same test and gets hired. Sure, that's the way the system works, but is it fair?



**Debbie Hanslovan**  
Motor Vehicle  
Representative 3  
Albany DMV

## Debbie Hanslovan

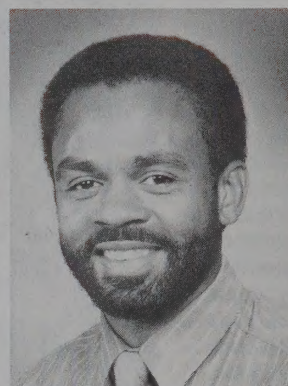
No, because the criteria used in employee evaluations are not standardized statewide. One supervisor might find an employee's performance excellent, yet other supervisors might evaluate that same performance another way because they use different standards.



**Judy King**  
Office Manager  
Highway Division Construction  
Roseburg

## Judy King

I don't really think it is effective because, when so many employees go for interviews, it seems like the people who are doing the hiring already have someone in mind for the positions. So it doesn't seem like other qualified applicants have a chance. When an office already has qualified people available for a job vacancy, why is the job advertised on an open-competitive basis, when someone already has been picked for the position before the interviews begin?



**Harold Lasley**  
Manager  
ODOT Civil Rights  
Central Services Division  
Salem

## Harold Lasley

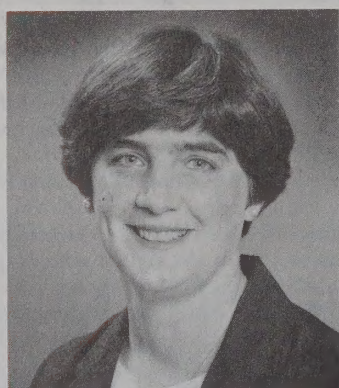
Statistics show that the current promotional system is less effective for women and minorities than it should be. There has been very little growth in the percentage of minority and female managers in the department over the past 10 years, despite the steady increase in their overall representation in the workforce. I recommend that the department make ethnic and gender diversity of its management teams a higher priority.

**Paul Blackburne**  
Bridge Foreman  
Highway Division  
The Dalles



## Paul Blackburne

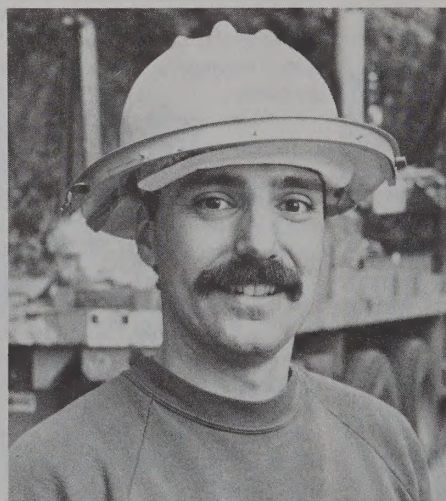
I don't. I hired on with the Highway Division 35 years ago, and my goal was to become a supervisor. Now that I've done that, I see a lot of qualified people out there who probably won't be able to become supervisors because, as I understand it, the Road-master program will eliminate many supervisory jobs. Their only option is to get more training in the engineering field, or, for people with specialized skills—in carpentry or welding, for instance—to seek differential pay.



**Dorothy Upton**  
Title II Coordinator  
Traffic Engineering Section  
Highway Division  
Salem

## Dorothy Upton

I feel the current promotional system used for employees represented by the Association of Engineering Employees is much better than what we had previously. We probably ought to allow the system a chance to work before we try to change it again.

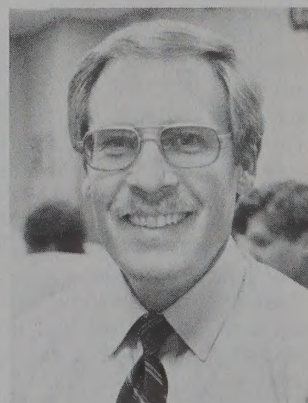


**Mark Knieriem**  
Highway Maintenance Specialist  
Bridge Maintenance Crew  
East Portland

## Mark Knieriem

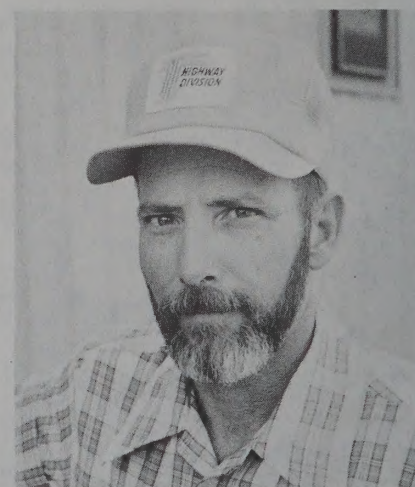
The promotional system could be more effective than it is now. It needs to take more of a person's skills into consideration. I think the Highway Division needs to decide what it wants for its leadership of tomorrow, then set some attainable goals for promoting people.

**Dick Leffler**  
Motor Vehicle  
Office Manager 1  
West Portland DMV



## Dick Leffler

It's reasonably fair, but there seems to be an overemphasis on supervisors' merit rating scores. The higher the rating, the higher the score, and then the greater chance a person has of gaining a promotion. Immediate supervisors still should play the most important part in merit ratings, but other factors, such as a person's educational background and training, should be weighed more than they are now.



**John Stucky**  
Assistant Project Manager  
Highway Construction  
Klamath Falls

## John Stucky

At this point, I don't think the new promotion system has been in operation long enough to give it a fair evaluation. Supervisors have been asked to assist in developing screening questions for the new employee classifications, and some employees, like myself, were asked by their supervisors to assist in that process. This is a good example of how we can work together to make the system work. Given a fair chance, I feel it should work.